

**21 OCTOBER 1994**



**Personnel**

**CIVILIAN CAREER MANAGEMENT**

---

**NOTICE:** This publication is available digitally on the SAF/AAD WWW site at: <http://afpubs.hq.af.mil>. If you lack access, contact your Publishing Distribution Office (PDO).

---

OPR: HQ USAF/DPCC (Ms Glenda Atkinson) Certified by: HQ USAF/DPC (Mr John R. Graham)  
Pages: 8  
Distribution: F

**1.** To attract and sustain highly qualified civilian workforce to accomplish its missions, and to ensure effective leadership, the Air Force establishes civilian career programs that hire, develop, advance, and sustain the best possible civilian workforce. These programs have as their intent developing career civilians with the right professional, technical, managerial, and administrative skills to satisfy Air Force needs. This directive establishes policies for managing civilian careers through these career management programs.

**2.** The Air Force will:

2.1. Manage civilian careers from accession through separation, ensuring career programs attract high caliber civilians representative of the civilian labor force and sustain the workforce through internships and a process of continuous renewal.

2.1.1. Teams of functional managers from across career fields will take an aggregate view of the civilian workforce to assure equitable resource allocation and program direction. These teams will aggregate requirements from the installation level upwards and use models to ensure force renewal.

2.2. Identify and encourage qualified individuals to make a career in the Air Force.

2.3. In order to ensure the best qualified senior civilian leadership, develop its career civilians through training and education programs.

2.4. Provide a means of identifying and staffing key positions Air Force-wide within each career program with exceptional performers and highly qualified employees.

2.4.1. To ensure the appropriate mix of qualified career civilians, designate positions under the career program that it will fill through centralized, competitive referrals based upon merit principles.

2.4.2. First-line supervisors will select those civilians to fill vacancies in these positions using career program referral lists.

2.5. Pursue the objective of eliminating under representation of minorities, women, and people with disabilities through an affirmative employment program.

2.6. Identify and develop civilian personnel with exceptional potential and performance to progress to key management positions.

2.6.1. Ensure planned developmental actions (training, career broadening assignments, education, etc.) relate to performance and the knowledge, skill, and ability (KSA) requirements necessary to successfully perform in positions designated as under the career programs.

2.6.2. Encourage career broadening by providing opportunities for civilians to move or increase their scope of experience and recommend career mobility to provide career growth.

2.7. Oversee civilian career paths by having career program policy councils that determine career roadmaps. They will compile an aggregate of the requirements generated from installation levels upward, advocate necessary funding, ensure the equitable allocation of funds, and otherwise determine the direction of career programs.

3. This directive establishes the following responsibilities and authorities:

3.1. The Assistant Secretary of the Air Force for Manpower, Reserve Affairs, Installations and Environment (SAF/MI) is responsible for civilian personnel policy matters as described in AFPD 90-1, *Strategic Planning and Policy Formulation*, paragraph 1.5.2. SAF/MI must approve any changes, the reissue, or the rescission of this document.

3.2. The Deputy Chief of Staff, Personnel (HQ USAF/DP) develops, coordinates, and executes personnel policy and approves essential procedural guidance for administering the Civilian Career Management Program.

3.3. The Air Force Director of Civilian Personnel Policy and Personnel Plans (HQ USAF/DPC) implements Air Force-wide policy for civilian career programs, including budgeting and controlling all related resources. HQ USAF/DPC is a member of civilian career program policy councils, except for the Air Reserve Technician (ART) Officer Career Management Board.

3.4. The Air Force Civilian Personnel Management Center, Career Management Division (AFCPMC/DPC) administers all career programs, except for the Air Reserve Technician Officer Career Program, which is administered by Headquarters, Air Force Reserve.

3.5. The Auditor General of the Air Force, as cochair of the Financial Management Career Program Policy Council, retains responsibility for all Career Program Policy Council and Policy Council Chair activities which affect auditors.

3.6. Installation commanders, through their functional staffs, support the career management program in a manner that contributes to the quality and future of the civilian workforce.

4. This directive applies to all Air Force civilian personnel except Air National Guard Title 32 technicians or US Air Force Reserve units unless included in AFI 36-601, *Air Force Civilian Career Program Management* (formerly AFR 40-110) or AFMAN 36-606, Volumes I and II, *Air Force Civilian Career Program Management* (formerly AFR 40-110).

5. See **Attachment 1** for measures of compliance with this policy.

6. See **Attachment 2** for a list of related publications.

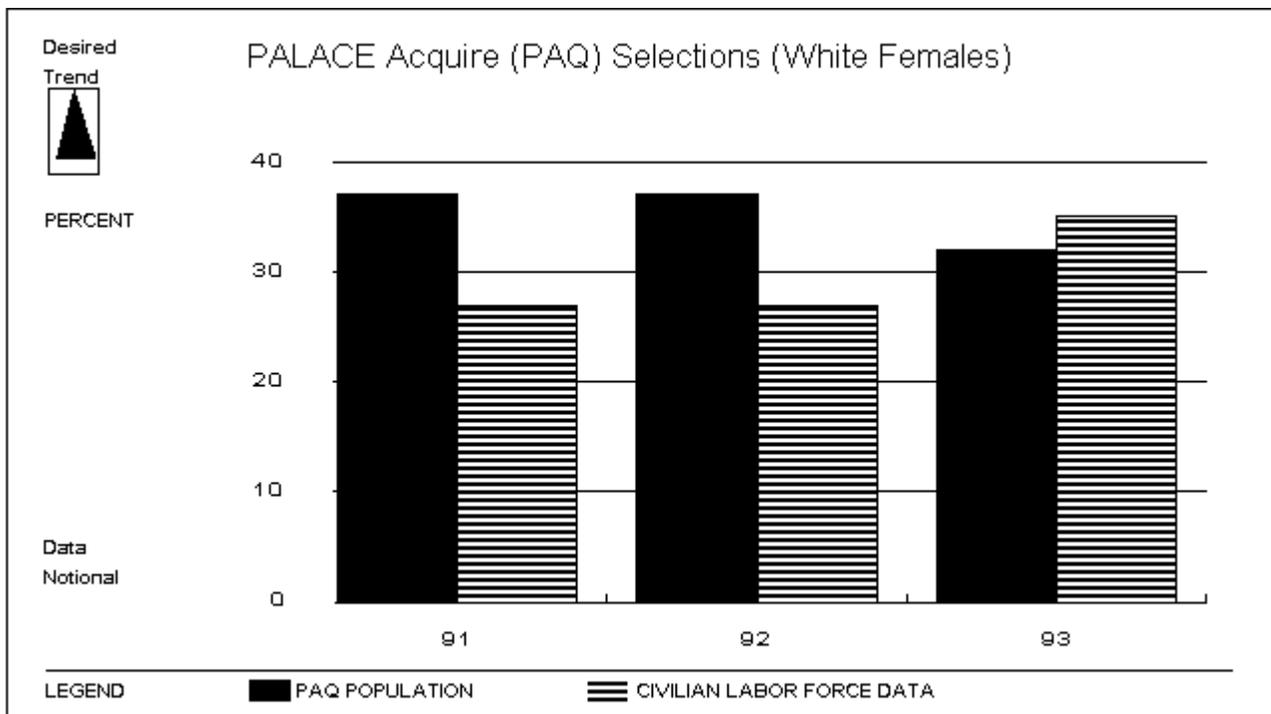
BILLY J. BOLES, Lt General, USAF  
DCS/Personnel

## Attachment 1

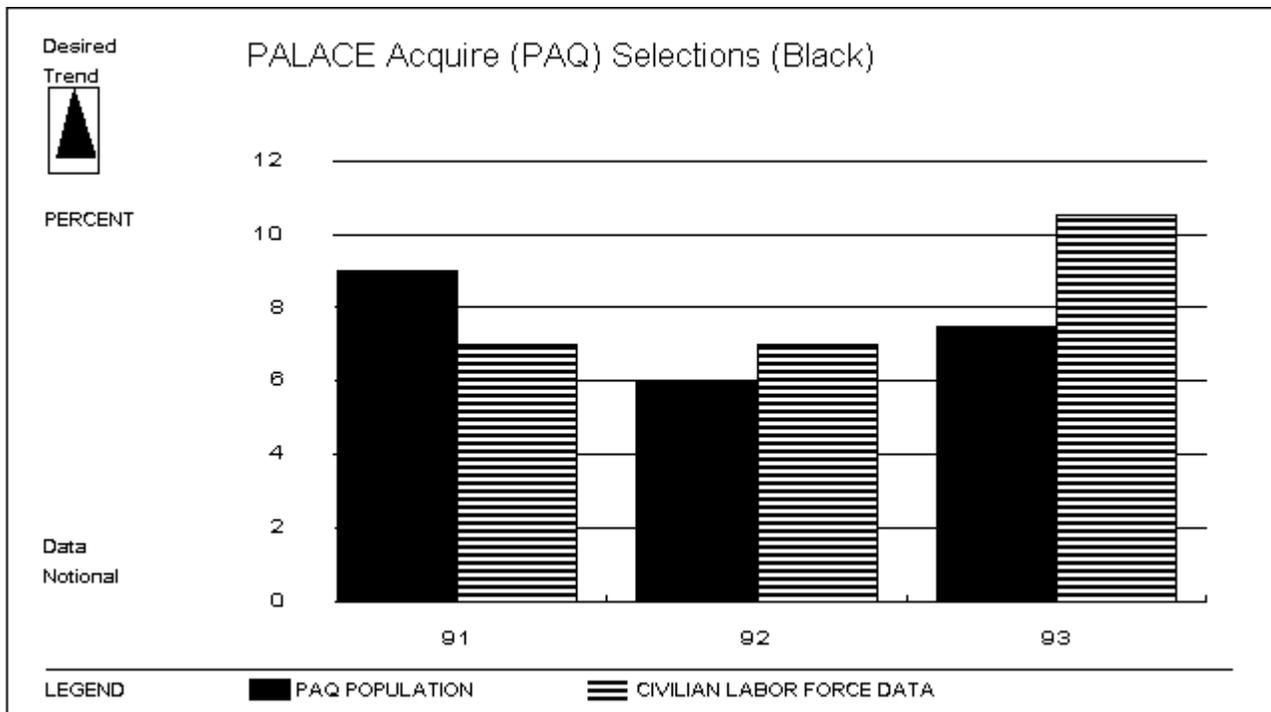
### MEASURING AND DISPLAYING COMPLIANCE WITH POLICY

**A1.1. Measuring Intern Selections in PALACE Acquire.** AF/DPC will measure the numbers of interns selected into the centrally managed PALACE Acquire training programs as an indication of the compliance with the Air Force policy in paragraphs 1.2.1. and 1.2.5. Charts will display progress toward the desired goals determined by the appropriate Civilian Labor Force (CLF) statistics (**Figure A1.1.** through **Figure A1.5.**).

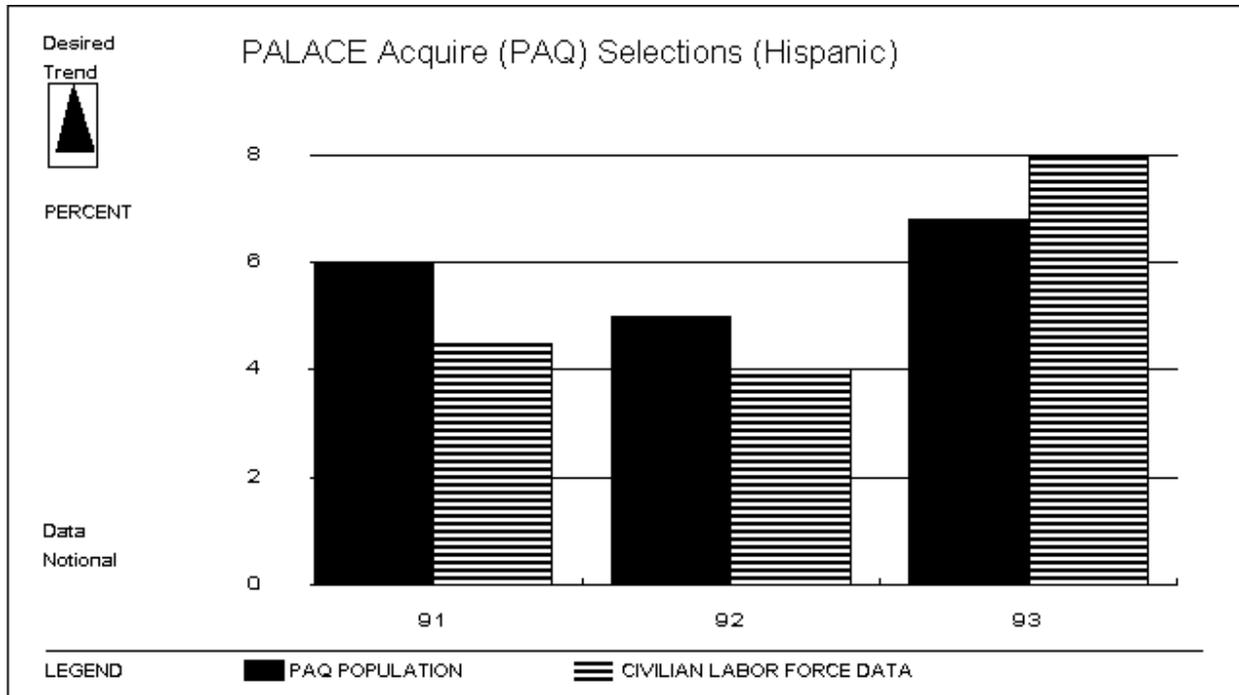
**Figure A1.1. Sample Metric of PALACE Acquire (PAQ) Selections (White Females).**



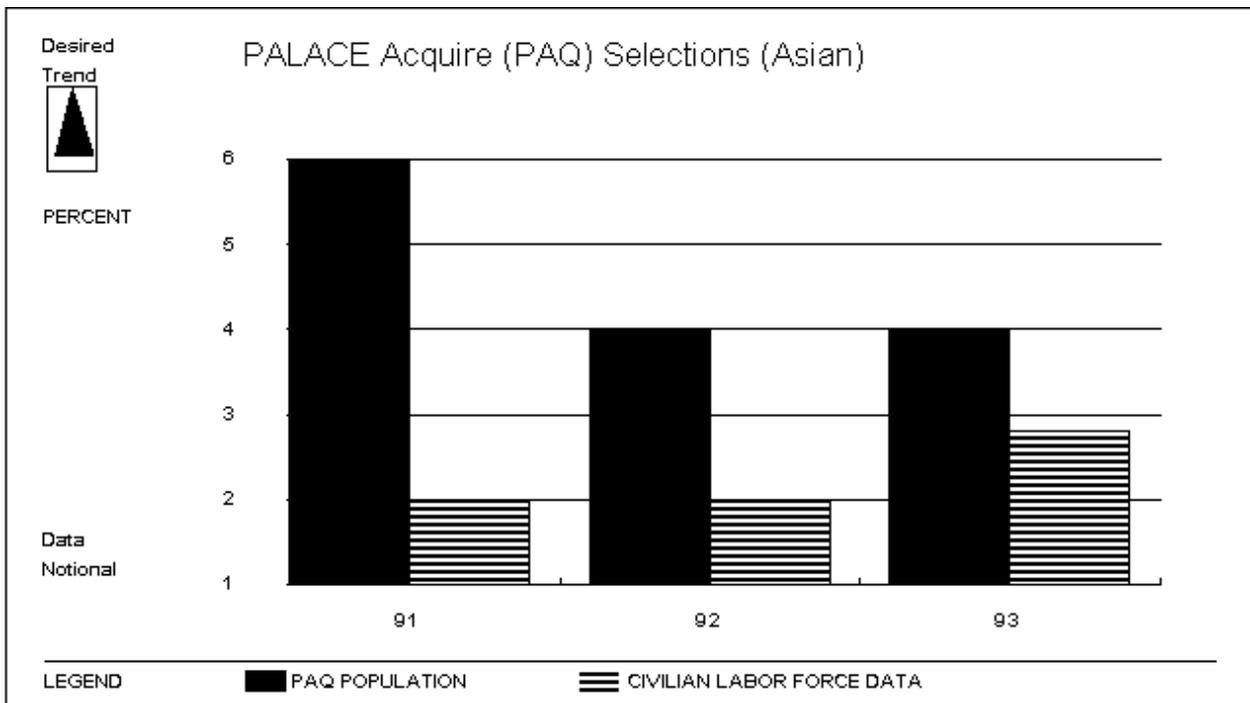
**Figure A1.2. Sample Metric of PALACE Acquire (PAQ) Selections (Black).**



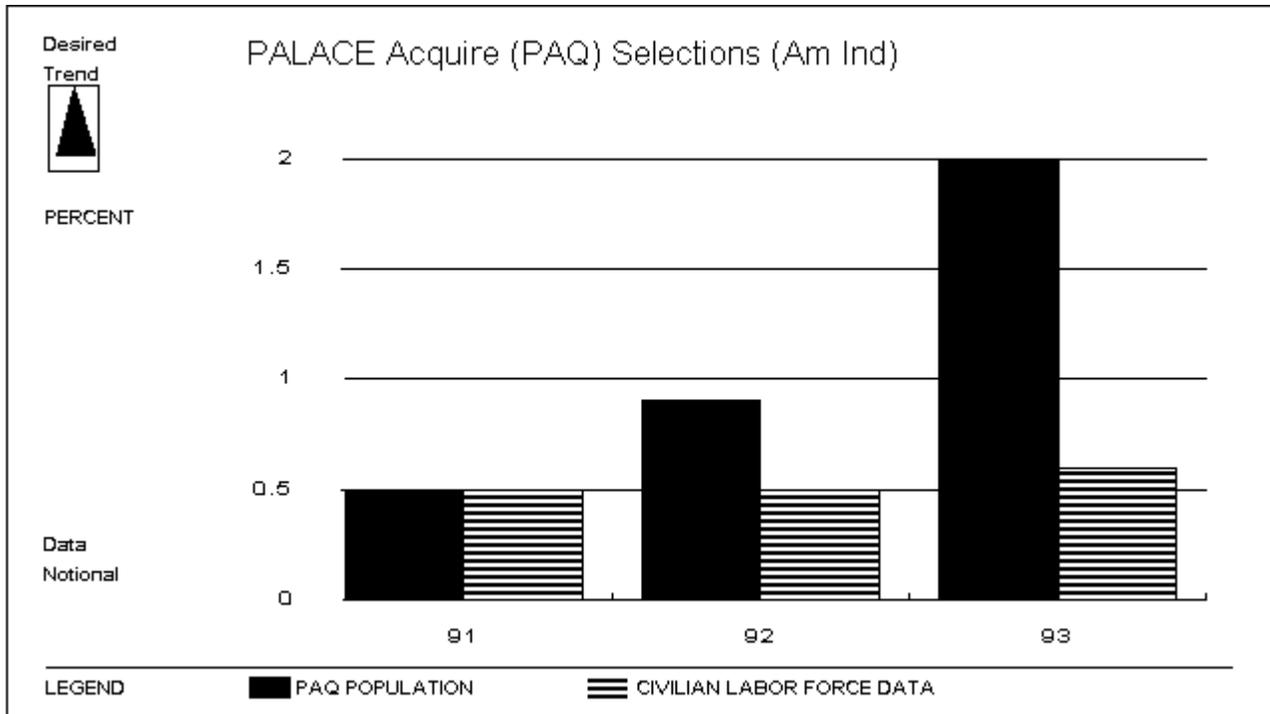
**Figure A1.3. Sample Metric of PALACE Acquire (PAQ) Selections (Hispanic).**



**Figure A1.4. Sample Metric of PALACE Acquire (PAQ) Selections (Asian).**



**Figure A1.5. Sample Metric of PALACE Acquire (PAQ) Selections (Am Ind).**



## **Attachment 2**

### **RELATED PUBLICATIONS**

#### ***Section A2A—Implementing Publications***

**A2.1.** This directive implements public laws contained in Title 5, United States Code, and the following DoD publications:

DoD Directive 1430.2, *Civilian Career Management*, June 13, 1981

DoD Instruction 1430.12, *Logistics Civilian Career Management Program*, September 14, 1982

DoD Directive 5000.52, *Defense Acquisition Education, Training, and Career Development Program*, October 25, 1991

#### ***Section A2B—Interfacing Publications***

**A2.2.** This directive interfaces with the following Air Force Instructions (AFI):

AFI 36-202, *Civilian Mobility* (formerly AFR 40-303)

AFI 36-601, *Air Force Civilian Career Program Management* (formerly AFR 40-110)

AFI 36-602, *Civilian Intern Programs* (formerly AFR 40-110, Volume I)

AFI 36-1001, *Managing the Civilian Performance Program* (formerly AFR 40-452)